

### Miami-Dade Police Department Business Plan

Fiscal Years: 2016 and 2017

(10/1/2015 through 9/30/2017)

	Approved by:
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7/26/2016 Date	4/28/16 Date

Plan Date: January 25, 2016

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### **TABLE OF CONTENTS**

DEPARTMENT OVERVIEW	Page 2
Department Mission	
Table of Organization	
Strategic Alignment Summary	
Our Customer	
KEY ISSUES	Page 27
PRIORITY INITIATIVES	Page 28
FUTURE OUTLOOK	Page 29
ATTACHMENT 1 BUSINESS PLAN REPORT	Page 31

### DEPARTMENT OVERVIEW

Miami-Dade County (MDC) was established as Dade County in 1836 and encompassed the present areas of Miami-Dade, Broward, Palm Beach and Martin Counties. The original sheriff was appointed by the Governor of Florida until 1899, when the office of the sheriff became an elected position. The area of MDC was reduced to its present 2,139 square miles and a metropolitan form of government was approved in 1957. The Dade County Sheriff's Office was subsequently renamed the Public Safety Department (PSD). In 1960, the PSD had a complement of 623 sworn personnel and assumed police responsibility for the Port of Miami and the Miami International Airport. By 1966, the Department was comprised of approximately 850 sworn officers and was not only responsible for law enforcement, but for fire protection, jail and stockade, civil defense, animal control, crime laboratory analysis, and motor vehicle inspections. In 1966, the Metro-Dade Charter was amended by voter mandate, allowing for the selection of the Director of the PSD and Sheriff of Metropolitan Dade County by the County Manager rather than by election.

By 1973, the Department had been divested of numerous ancillary responsibilities and its primary responsibility was once again law enforcement. The Department's sworn personnel consisted of approximately 1,200 employees. As part of the national movement for professionalism in law enforcement, the Department established standard operating procedures, rules and regulations, developed innovative community programs, and departmental training programs to include the creation of Survival City. By 1981, the Department was reorganized and renamed the Metro-Dade Police Department. The construction of a new police headquarters complex began in 1986 and was completed in 1990. The Department remains committed to ensuring that the most professional law enforcement is offered to the citizens. The Department, renamed the Miami-Dade Department (MDPD) in 1997, has enjoyed accreditation status with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), since July 1993, and was reaccredited in November The Department also has state accreditation from the Commission for Florida Law Enforcement Accreditation (CFA), and was reaccredited in June 2014.

The MDPD is comprised of approximately 32 organizational elements with varying areas of responsibility, with a management team led by a Police Director, a Deputy Director, two Assistant Directors, four Police Division Chiefs, and a Chief Financial Officer. The Department provides decentralized police patrol services in eight police district stations throughout MDC (Airport, South, Midwest, West, Intracoastal, Kendall, Northwest, and Northside), as well as other specialized patrol units (Seaport Operations, Police Operations, Aviation, Special Events, Marine Patrol, Motorcycle, Bomb Disposal, Canine, Incident Management Team, Special Response Team and Dignitary Protection, Impaired Driving Enforcement, and Underwater Recovery). The Department conducts centralized and highly specialized investigations of incidents of robbery, homicide, narcotics, sexual crimes, domestic crimes, child and elderly abuse and exploitation, missing persons, gang-related activities, economic crimes, and credit card fraud. The Department established clearinghouses for the Robbery, Special Victims, Homicide, and Narcotics Bureaus that gather and disseminate investigative information to departmental entities and other law enforcement agencies. MDPD also conducts public corruption and homeland security investigations.

The MDPD is the largest local law enforcement department in the southeastern United States, serving an ethnically and racially diverse community of an estimated 2.6 million residents. The Department is committed to providing professional law enforcement and investigative services to the community.

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The MDPD's Homeland Security Bureau (HSB), Southeast Florida Fusion Center's (SEFFC) mission is to develop and implement effective information-sharing policies and collaborative programs; to ensure the effective dissemination of criminal intelligence information across a multi-jurisdictional and multi-discipline environment; and to build trusted relationships with federal, state, local, tribal, and private sector partners, to enhance our ability to secure the homeland, while protecting the privacy of our citizens.

The HSB hosts the SEFFC, which is part of the National Network of 78 Fusion Centers throughout the nation. This network of Fusion Centers provides MDPD and the region with the opportunity to share information, intelligence, trends, and suspicious activities that are occurring throughout the nation to federal, state, and local partners. The SEFFC employs officers and analysts to vet any reported suspicious activities in an effort to identify those behaviors that may be linked to preoperational planning of a terrorist attack. To investigate these suspicious activities, HSB detectives work with members of the Federal Bureau of Investigation's (FBI) Joint Terrorism Task Force.

The HSB also represents the Department's Southeast Regional Domestic Security Task Force (SERDSTF) and Urban Area Security Initiative interests. Through partnerships with these two regional collectives, the Department leverages numerous grant opportunities and receives state and federal funding to assist the Department and the region. The goal of the SERDSTF-Region 7 is to provide a multi-disciplinary response to any Weapons of Mass Destruction or terrorist incident that may occur within the County, the region, and the state. Addressing security issues at a regional level also allows for "economies of scale" for homeland security funds, especially in recent years, as the amount of Department of Homeland Security (DHS) funding to the state has decreased. Region 7 has been hailed by DHS as a model for domestic security planning and for its strong culture of cross-jurisdictional partnerships.

As part of the public safety strategic area, the MDPD continues to serve the community with three distinct yet interrelated functions; basic police services to the Unincorporated Municipal Service Area (UMSA) of MDC and contracted municipalities, specialized support and investigative services to UMSA and various municipalities, and sheriff services to all MDC residents.

The MDPD cooperates with all municipal police departments, other County departments (including Corrections and Rehabilitation and Fire Rescue); state and federal law enforcement agencies (such as the State Attorney's Office (SAO), the Eleventh Judicial Circuit, the Florida Department of Law Enforcement (FDLE), the FBI, and the United States Marshals Service), and community-based organizations such as Citizens' Crime Watch.

The Department provides police patrol contractual law enforcement services for the Town of Miami Lakes, Village of Palmetto Bay, and Town of Cutler Bay. The existing interlocal police patrol contracts are for five-year terms for these three incorporated areas. The MDPD also provides school crossing guard contractual services to the city of South Miami, the city of Doral, the Town of Cutler Bay, the Town of Miami Lakes, and the Village of Palmetto Bay. The Department works closely with municipal officials, community residents, businesses, and schools to meet the municipalities' local priorities through efficient and effective law enforcement services.

The Department utilizes the Compstat (Computerized Statistics) process, which provides an in-depth statistical review of criminal activity to identify and address emerging crime trends. Monthly Compstat

Department Name: Miami-Dade Police Department

FY2015-16 & FY2016-17

meetings are conducted to discuss crime trends and to plan proactive operations to address criminal activity.

The Department provides centralized support of its police patrol and investigative services to include: central records (maintenance of arrest information, arrest images and associated data of adults and juveniles, offense-incident reports, and traffic crashes); crime scene investigations; crime laboratory, digital forensic, and fingerprint analysis; criminal intelligence gathering and property and evidence management. The Information Technology Department (ITD) provides computerized systems development, hardware, and network support.

The MDPD, Forensic Services Bureau's (FSB) Crime Laboratory (CL) is voluntarily accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) -International program and has been accredited since 1989. The MDPD CL is a state-of-the-art laboratory that provides forensic scientific services for MDPD, all municipal law enforcement agencies in MDC, and state and federal agenices upon request. The CL consists of four Sections: Analytical, Forensic Biology, Forensic Identification, and Fingerprint Identification.

The Analytical Section is comprised of the Drug Analysis and Trace Evidence Units. The Drug Analysis Unit (DAU) is devoted to the analysis of drugs, including controlled substances and pharmaceutical samples. The DAU is also responsible for developing methods to identify emerging drugs, including synthetic cannabinoid and bath salts. The Trace Evidence Unit is responsible for the examination, analysis, and comparison of materials such as fibers, glass, paint chips, and gunshot residue.

The Forensic Biology Section (FBS) routinely examines biological materials associated with homicide, sexual battery, robbery, and property crimes cases collected from crime scenes. The FBS uses a combination of conventional techniques and state-of-the-art robotics/instrumentation to screen biological evidence for the presence of biological fluids and conduct deoxyribonucleic acid (DNA) analysis. Qualifying DNA profiles are entered into the Combined DNA Index System (CODIS), a hierarchical system of databases containing DNA profiles at the local, state, and national level. Since the inception of CODIS in 1990, MDPD has made 5,895 DNA hits; these hits provide investigative leads for cases where no other leads exist.

The Forensic Identification Section analyzes various firearm and ballistic evidence in order to identify same gun evidence. This Section also performs serial number restorations, shooting distance determinations, toolmark analysis, and shoe and tire track impression analysis. The laboratory's firearm examiners use the National Integrated Ballistics Information Network to link guns and/or crime scene evidence confiscated during police investigations. Examiners have successfully linked over 5.864 scenes of violent shooting cases where no other leads were previously known.

The Fingerprint Identification Section is responsible for the processing and identification of criminal booking fingerprints and palm prints received from Corrections and Rehabilitation and Juvenile Services Departments, as well as for processing and examining the latent print evidence recovered from crime scenes. More than 3,500 latent cases and 70,000 booking fingerprints are received and examined annually. In Fiscal Year (FY) 2014/2015, the Latent Unit was responsible for 891 cases being identified through the Automated Fingerprint Identification System (AFIS) and the identification of over 1,200 subjects. Additionally, personnel respond to Jackson Memorial Hospital's Ryder Trauma Center and the Medical Examiner Department and monitor more than 15 remote AFIS sites













Department Name: Miami-Dade Police Department

FY2015-16 & FY2016-17

located throughout the County. In 2014, a new AFIS was implemented, providing the latest technology for solving crimes via fingerprint identification. An additional 341 latent lift hits have been made by reanalyzing unsolved cases with the newest technology.

The Property and Evidence Section (PES) is committed to the safe and accurate care, custody, and control of property and evidence stored within the Section. The Disposition Unit is responsible for researching and facilitating the return of found property to the rightful owner(s); including the retention of property for investigations or forfeitures, and the destruction, donation, or conversion of property to County departments. The PES routinely conducts disposal details in order to create needed space for storage of newly impounded property and evidence. The Vehicle Research Unit (VRU) is responsible for the storage of towed or impounded vehicles, boats, trailers, and aircrafts. The PES maintains an indoor storage area and an outdoor storage facility for these larger items. The VRU enforces the Police Towing Contract, which governs police towing and ensures required provisions are met and maintained by each contractor.

The Crime Scene Investigative Support Section consists of four units: Crime Scene Investigations (CSIU) Unit, Digital Forensic Unit (DFU), Body-Worn Camera Unit (BWCU), and Forensic Imaging Unit (FIU). The CSIU provides investigative support to investigative elements within MDPD and to various local and state agencies. The unit is responsible for the detection, collection, preservation, and transportation of evidence from crime scenes to the FSB's Central Evidence Reception Facility.

The DFU remains dedicated to the recognition, collection, preservation, and analysis of digital evidence found on computers, cellular phones, and a variety of other digital media. The DFU services local, state, and federal agencies, assists in investigations including homicide, public corruption, homeland security, crimes against children, internal affairs investigations, and other criminal intelligence situations.

The BWCU is responsible for the implementation, training, management, issuing, and maintenance of the Department's BWC Program. The Department has allocated funds to support the program and was the recipient of a \$1,000,000 grant from the federal government to implement BWCs for its patrol officers. Deployment of the BWC is scheduled to begin in March 2016 and the Department is fully committed to issuing BWC to all patrol sergeants and officers by FY 2016/2017.

The FIU provides photographic services, forensic art, and support services for MDPD and outside agencies. They also maintain the mug shot photographic files, as well as provide studio, forensic, and special events photographic services for the Department. The FIU also assists in the identification of unknown subjects, witnesses, and victims involved in criminal investigations through the use of the forensic artist.

The Court Services Bureau (CSB) is responsible for the safety of the judicial personnel, providing security for the courtrooms during judicial proceedings at ten courthouses throughout MDC. The CSB also functions as liaison with other government entities with regards to court related activities, and is mandated by Florida Statute to serve civil process and perform related activities within MDC.

The security function of the CSB is divided into two sections: the Central Court Security Section (CCSS) and the Satellite Court Security Section (SCSS).

Department Name: Miami-Dade Police Department

FY2015-16 & FY2016-17

The CCSS is solely responsible for the Richard E. Gerstein Justice Building, in providing security for judges and their assistants; along with the SAO complex, providing security during Marchman Act proceedings, and at bond hearings, which are held daily throughout the entire year. The CCSS is also responsible for providing escorts for Clerk of Courts personnel when securing important documents in their vault, and for the intake and processing of subpoenas and other court-related documents for police agencies throughout MDC.

The SCSS is responsible for providing security at the remaining nine courthouses, which are dispersed throughout the County. On April 24, 2015, the new Children's Courthouse and Juvenile Justice Center opened for judicial proceedings.

In addition, the CSB is comprised of two Writ Sections: the Enforceable and Non-Enforceable Writs. The Enforceable Writs Section is responsible for the service and execution of enforceable civil process issued by the courts of MDC, the state of Florida, and courts from other states. It consists of three squads: Writs of Possession (Evictions), Executions, and Domestic Violence Injunctions.

The Non-Enforceable Writs Section is comprised of court support specialists who receive, process, and post 24-hour notices regarding Writs of Possession. The court support specialists are also responsible for locating respondents in order to complete the service of writ process, and serve Non-Enforceable civil and criminal process, pursuant to court order and Florida Statute.

The Agricultural Patrol Section continues to employ targeted patrols through the Agricultural Patrol Section's Watch Order Program, proactive enforcement efforts, and outreach initiatives to deter and reduce the instances of crime and enhance police services for the agricultural community.

The MDPD maintains a full-time dedicated section of sworn law enforcement personnel permanently assigned to PortMiami. The MDPD Seaport Operations Bureau (SOB) became a stand-alone Bureau in April 2013, and has been designated to support the law enforcement functions of the Port. The duties and responsibilities of the SOB include regular police services such as responding to calls-for-service, traffic control, routine patrol, terminal and facility security, random police security checkpoints, general investigation functions, and waterborne patrol.

Additionally, the MDPD Auto Theft Task Force was moved under the purview of the SOB, where an on-site detective coupled with Auto Theft detectives from each district, in collaboration with other local, state, and federal partners, conduct vehicle exportation investigations at PortMiami.

In April 2015, a training component, consisting of a sergeant and one officer, was implemented to enhance operational effectiveness and ensure consistency among all public safety partners at the local, state, and federal level, in matters pertaining to the Port.

The MDPD's Public Information and Education Bureau (PIEB) strives to promote cooperation, education, and enhance communication between MDPD, the citizens of MDC, and the news media. The goal of PIEB is to improve overall communication through education, awareness and involvement in programs that impact the community. PIEB achieves its goal through three main sections; the Media Relations Section (MRS), Community and Youth Outreach Section (CYOS), and the Administrative Section (AS).

The MRS maintains positive relationships with the community through communication and public relations such as the departmental Alert Newsletter and the internal and external Awards Program. Social media has also become a main avenue of direct communication with the community. The MRS manages the departmental Facebook page, Twitter feed, Instagram account, Nextdoor page, Periscope, and YouTube page. The MRS continues to maintain positive working relationships with the news media, conducting 392 English and 338 Spanish television interviews, 74 English and 232 Spanish radio interviews, and 113 English and 91 Spanish print interviews for FY 2014/2015.

The MDPD Student Internship Program and the Citizen's Police Academy (CPA) are coordinated through the CYOS. The Student Internship Program supports the education of college students interested in the field of criminal justice. The program enrolled 20 students this past fiscal year. Many interns have gone on to work in police departments across the country and throughout the world; or have furthered their education through advanced degrees in public administration, criminal justice, and law. The CPA had 31 graduates in 2015, demonstrating to the community proper MDPD operations, policies, and procedures.

The CYOS continues to reach out to the community to make them partners with police in providing for a safe and secure environment, reducing crime and the fear of crime through the Crime Stoppers Program.

The CYOS educational programs will continue to reach out to citizens in MDC through the use of the Crime Prevention Display Vehicle and the Driving Under the Influence (DUI) Mobile Educational Center. Additionally, the CYOS will utilize the Police Athletic League, the Students Together Against Negative Decisions, and the Drug Abuse Resistance Education (DARE) programs to reach the MDC student population. Furthermore, citizens will be reached through the Park Watch Program and DNA Child Identification Kits, which will continue to be distributed.

The AS is comprised of the Operational Support Unit, Pedestrian Safety Unit, and School Crossing Guard (SCG) Unit. The AS is responsible for the Bureau's budget, payroll, personnel files, mobilization rosters, and coordinates various departmental reports as required by the Departmental Manual.

The AS coordinates the promotional ceremonies, and MDC sponsored fundraising initiatives.

The SCG Unit is comprised of the SCG Program. The SCG Program serves over 116 public elementary schools throughout MDC and facilitates the safe crossing of children at over 537 busy crosswalk posts throughout the County.

The Information Technology Services Bureau (ITSB) serves MDPD for all law enforcement technology needs.

ITSB will continue to serve as a liaison between MDPD and ITD. The ITSB will continue to ensure that ITD provides all contractual services, maintains critical MDPD infrastructure, and accounts for inventory.

ITSB will continue to deliver efficient, innovative, real-time, and secure information technology solutions to support policing services and business operations for more than 4,000 MDPD employees and other criminal justice agencies.

The Real-Time Crime Center (RTCC) will celebrate its first anniversary in January 2016. The RTCC has served to rapidly mine law enforcement, proprietary, and public information sources in order to deliver critical information in real-time to officers and investigators. In January 2016, the RTCC will expand from minimal staffing and coverage to true 24 hours per day and 7 days per week coverage in order to meet service demands. The RTCC represents the total assimilation of technology into law enforcement.

ITSB, via the RTCC, will continue to:

- Consolidate the MDPD's intelligence and database resources
- Expand live streaming video capabilities
- Build a database of building plans for incident response
- Support situation awareness for significant events (active shooters, hurricanes, civil unrest)

ITSB will continue to modernize or replace hardware and software in order to maintain efficiency for MDPD. The challenge of the last 20 years, staying current with changes in technology and "customer" needs, has become more difficult each year. Factors include security threats, technological changes, price changes, and a myriad of government reporting and security requirements.

ITSB will continue to refine the methods by which it communicates with its thousands of customers. While e-mail continues to be the fastest, ITSB also maintains or contributes to four webpages:

Public: http://www.miamidade.gov/police/

Intranet

http://portal.mdpd.net/Pages/Home.aspx Main:

http://portal.mdpd.net/InformationTechnologyServices/SitePages/Home.aspx ITSB:

http://portal.mdpd.net/RealTimeCrimeCenter/SitePages/Home.aspx RTCC:

ITSB will continue to develop and implement the freely available Community On Patrol Application (COPA). COPA will have the capability of allowing citizens to report tips to law enforcement. It is integrated with MDC's Geographic Information Systems and the RTCC. The application is entirely cloud-based, and can be used in multiple types of devices. The application should be used for nonemergency matters and will provide citizens the ability to:

- Anonymously report tips to the MDPD Command Center
- Upload videos, photos, and notes
- Alert 911 in emergencies
- Identify and provide residential location of sexual offenders
- File police reports
- Commend MDPD officers



8











ITSB is working with various MDPD elements and ITD to prepare for the implementation of BWCs. Actual implementation will involve a significant increase in infrastructure (data storage, bandwidth, manpower), as well as the development of related policies (chain-of-custody, records retention, and usage).

For BWCs, COPA, RTCC, and general MDPD growth, ITSB will continue to improve internal data bandwidth and MDPD connection to the Internet.

### **Department Mission**

### **Mission Statement**

### The Miami-Dade Police Department

Will commit its resources in partnership with the community to:

Promote a safe and secure environment, free from crime and the fear of crime,

Maintain order and provide for the safe and expeditious flow of traffic,

Practice our core values of integrity, respect, service, and fairness.

### Integrity

Integrity is the hallmark of the Miami-Dade Police Department and we are committed to the highest performance standards, ethical conduct, and truthfulness in all relationships. We hold ourselves accountable for our actions and take pride in a professional level of service and fairness to all.

### Respect

We treat all persons in a dignified and courteous manner, and exhibit understanding of ethnic and cultural diversity, both in our professional and personal endeavors. We guarantee to uphold the principles and values embodied in the constitutions of the United States and the State of Florida.

### Service

We provide quality service in a courteous, efficient, and accessible manner. We foster community and employee involvement through problem-solving partnerships.

### **Fairness**

We treat all people impartially, with consideration and compassion. We are equally responsive to our employees and the community we serve.

### Vision Statement

The Miami-Dade Police Department's Vision is to be the model law enforcement organization in the nation by blending strategic policing with community concerns.













### Table of Organization

### OFFICE OF THE DIRECTOR/ ADMINISTRATION

Provides management direction and administration for departmental operations; provides legal counsel and strategic planning and development

FY 14-15

FY 15-16

### SUPPORT SERVICES

Provides communications, central records, and property and evidence management; responsible for information systems, fleet, and facilities management; conducts false alarm investigations; responsible for Headquarters security and provides psychological services for employees; provides court security and serves writs; responsible for the DARE, PAL, and other student programs; manages the School Crossing Guards program; disseminates information to the media and the public; and is responsible for budget, finance, procurement, personnel, grants, legislative coordination, and planning; coordinates training activities

> FY 15-16 FY 14-15 901 903

### POLICE SERVICES

Provides uniformed patrol services, responds to calls, investigates offenses and apprehends offenders; provides decentralized general investigative services; engages in special enforcement for prevention of criminal activities; manages contracted police services with municipalities; provides specialized police functions including aviation, motorcycle, and marine; provides crowd control, hostage negotiation, canine response, bomb disposal, and critical incident response

> FY 14-15 FY 15-16 2,120 2,142

### **INVESTIGATIVE SERVICES**

Provides centralized specialized criminal investigation of robberies, homicides, sexual, domestic, narcotics, and economic crimes; provides investigative support in the processing, safekeeping, and preservation of evidence; manages the crime laboratory and conducts crime scene investigations; provides sheriff and specialized services; processes and secures criminal warrants; is responsible for professional compliance and investigates complaints about departmental employees; conducts public corruption investigations; and is responsible for homeland security

> FY 14-15 946

FY 15-16 927















### Strategic Alignment Summary

The Department's efforts align with the following MDC Strategic Plan goals:

### **PS1 Reduced crime**

PS1-1 Reduce crimes of public concern

- Improve public safety through crime prevention, enforcement, and reduction initiatives
- Meet or exceed the national Crime Clearance Rate for Part 1 Crimes
- Continue seizing firearms through the use of the Gun Bounty Program
- Continue with Robbery Bureau's proactive operations that target robberies and violent incidents
- Continue with the Special Victims Bureau's investigations and arrest of individuals who possess and trade illegal child pornography
- Continue to identify offenders with multiple felony drug convictions for prosecution as career criminals
- Continue distributing DNA child identification kits

PS1-2 Solve crimes quickly and accurately

- Provide basic academy training
- Hire qualified applicants
- Fill budgeted sworn positions
- Provide effective major crime scene investigations

### PS2 Reductions in preventable death, injury and property loss

PS2-1 Reduce response time

Reduce response time for emergency and routine calls

PS2-2 Improve effectiveness of outreach and response

- Maintain the miamidade.gov/police portal that allows residents and visitors to file certain non-emergency reports online, obtain statistical reports, access to Offense-Incident Reports, including subscription services for private agencies
- Maintain initiative for Mobile Operations Center vehicles which provide high visibility and increase community outreach to provide services
- Assist community policing and crime prevention efforts through crime trend mapping and analysis provided via the Miami-Dade County Public Safety portal
- Reduce substance-related incidents through education of the citizenry and enforcement details
- Maintain DARE Program
- Coordinate drug and alcohol initiatives with other law enforcement agencies
- Maintain the program of police districts' "Quadrant Patrol."
- Provide support and special police services to address specific public safety issues
- Reduce processing time for public records requests
- Continue Major's Community Outreach
- Neighborhood Resource Unit outreach events

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Department Name: Miami-Dade Police Department

FY2015-16 & FY2016-17

### PS3 Effective emergency and disaster management

PS3-2 Increase countywide preparedness

- Improved homeland security preparedness
- Increase awareness of appropriate 911 usage
- Increase terrorism preparedness and awareness through public and private educational presentations
- Security and vulnerability assessments conducted



### Our Customer

- 1. Ability to recruit high-quality candidates for academy training and provide promotional opportunities for departmental employees. Applies across Department and Internal Services Department (ISD).
- 2. Procure fleet, fuel, and maintenance for the Department's fleet of vehicles. Support objective: effectively provide the necessary and appropriate technology, buildings, equipment, and people for delivery of quality services now and in the future (ISD).
- 3. Continue up-to-date dispatching technology for the Communications Center (regional and backup) and radio infrastructure, communication, and computer services (mobile computing units). Support objective: to reduce police emergency response time (ITD).
- 4. Procure and maintenance of communications equipment, programming services and telephone billing services with ITD.
- Continue to conduct operational training of uniform personnel in areas of high liability and to review and assess current training on career paths for civilian and sworn positions. Applies across Department and fiscal allocations and ISD.
- 6. Continue with the initiative for the expansion of the Miami-Dade Public Safety Training Institute (MDPSTI) that is supplied by the building services of ISD. Support objective: effectively provide the necessary and appropriate technology, buildings equipment, and people for delivery of quality services now and in the future. Applies across Department and fiscal allocations and ISD.
- 7. Continue with the transition of the Voice Over Internet Protocol (VOIP) technology at MDPD external police facilities (ISD).
- 8. Continue to monitor service delivery impact of incorporations and annexations in MDC. Applies across Department.

For consistency and responsiveness to the informational needs of the public, the Board of County Commissioners, and Mayor's Office, the MDPD utilizes several methods to measure and monitor customer feedback, as well as provide customer service related programs and initiatives. The following is an outline of each method:

### MDPD SURVEYS, PROGRAMS, INITIATIVES AND SERVICES

▶ MDPD Burglary Victim Survey - Provides district majors with a method for performing quality control of burglary cases. On a monthly basis, the districts' Crime Analysis Units randomly select 12 burglary cases that have been investigated and classified as Closed By Arrest, Exceptionally Cleared, Unfounded, or Open Pending, where all leads have been exhausted. The purpose of the survey is to obtain feedback from the burglary victim regarding MDPD personnel performance, beginning with the complainant's initial phone request for police, the uniform police response, and the detective's response to conduct the follow-up investigation. The surveys are mailed directly to the MDPD's Police Services Assistant Director, who assigns

them to the districts for action; i.e., follow-up with complainant whether positive or negative feedback.

Citizen Advisory Committee (CAC) - Is a formal committee consisting of a chairperson and vice-chairperson, community members in good standing, the MDPD district commanders, and affected personnel. All CAC meetings are open to the public. The purpose of the CAC meeting is to identify, evaluate, and respond to the needs of the community. In addition, the meetings help to establish effective avenues of communication and maintain a positive relationship with the citizens of MDC. Concerns that are addressed at a CAC meeting are brought up for report at the next CAC meeting. CAC meetings are ongoing and held on a monthly basis.

The CAC continues to serve as an important communication link between the police and the various communities within each district. Many of the MDPD's Citizen's Police Academy graduates are members of the CAC. This has increased citizens' awareness of the Department's function throughout the districts.

The Community-Oriented Policing Squad (COPS) - Employs specially trained officers who conduct community-oriented policing to serve the varied communities within MDC. The COPS program works to increase community cooperation with law enforcement, address community concerns more efficiently, and create visible police presence to deter crime. Specialized enforcement techniques such as truancy sweeps and school zone radar enforcement details help keep youth safe. Crime Watch meetings along with security surveys and burglary prevention programs allow COPS officers to meet with community members and help improve their quality of life.

The COPS program continues to be successful in fostering positive communication between police and citizens, and resolving community concerns and issues.

Mobile Operations Center Vehicles - Seven of the Police Services district stations - Intracoastal, Northside, Northwest, Midwest, West, Kendall, and South are assigned a Mobile Operations Center vehicle, a 28-foot, 20,000 pound self-contained vehicle. The Mobile Operations Center vehicles provide MDPD with the opportunity to increase community outreach and bring police services closer to the citizens. These Mobile Operations Center vehicles provide high-visibility in communities when it is needed. In areas experiencing a rise in crime trends, it allows for the placement of an enhanced police presence in a particular area 24/7. The main function of the vehicle is community outreach, with the Mobile Operations Centers operating as storefronts, although when the need arises, they will be used as command posts for critical incidents, special events, and perimeters. Additionally, when the Mobile Operations Center vehicles are not being deployed for specific missions, they can also be utilized to provide services to the public such as fingerprinting, criminal history checks, clearance letters, child identification, and criminal registration.

The Mobile Operations Center vehicles are continually utilized for a multitude of purposes to include, but not limited to; Command Post for tactical scenes, Community Outreach events, Holiday Toy and Food Drive giveaways, community contacts and recognition through presence at local shopping plazas, and for presence during early dismissal at strategic shopping plazas

> near high schools where previous problems have occurred. The Mobile Operations Center vehicles are a useful tool in the community policing and tactical aspect of our daily operations.

- Strategic Policing Operations Response Team (SPORT) Unit SPORT continues to be a proactive unit created to address crime trends throughout MDC, particularly violent crimes. The unit is utilized along with other proactive strategies to enhance efforts to address and identify problem areas, hot spots, and areas of increased crime trends in the various districts, with the ultimate goal of impacting violent crime.
- Neighborhood Resource Unit (NRU) All districts with NRUs emphasize problem solving, community/police partnerships, and traditional police enforcement. Communication is the key between police and the community to obtain valuable information regarding crime trends and particular community concerns. Numerous initiatives are in place which allow NRU officers to establish community partnerships that improve the quality of life for local residents. They work with youth, community groups, and crime prevention organizations. Each squad provides unique services to the community and has a different responsibility that collectively benefits the operations of the district: crimes such as thefts, vandalism, and burglaries. NRU provides invaluable services and resources throughout the district and are regularly assigned directed patrols, traffic initiatives, operational plans, events, and educational and prevention activities. When engaged in problem solving around a community concern, all NRU officers employ the SARA model (Scanning, Analysis, Response, and Assessment). NRU strives to provide personalized services throughout the community.
- NRU Best Practices Police Services conducts quarterly NRU Best Practices meetings with the goal of sharing information and best practices among the NRU officers. These meetings have helped revise the Departmental Manual, defining and standardizing district and specialized unit NRU functions and responsibilities. These meetings also aid in monitoring community policing efforts through coordination of similiar events such as Crime Watch, Police Explorers, and fostering positive police relations.

District NRU Commanders attend the NRU Best Practices meeting. These meetings not only provide a platform where current trends are discussed and shared for comparison purposes, but it also provides a place where managerial and operational issues can be discussed regarding staffing, protocol, and other management issues affecting districts.

Major's Community Outreach Program - District stations have implemented a Major's Community Outreach Program, where MDPD Command Staff, accompanied by COPS officers and staff from associated governmental agencies, Florida Department of Children and Families, and the SAO walk the neighborhoods. Personnel are divided into teams of three to four officers and representatives from governmental agencies. These teams go door-to-door, introducing command staff to the citizens in hopes of establishing lines of communication and addressing community concerns. The concerns are referred immediately to the appropriate agency and/or departmental entity.

This initiative has been overwhelmingly embraced by the community and has resulted in considerable intelligence gathering regarding criminal activity. The addressing of safety and quality of life issues also provides valuable feedback. Two outreach initiatives are conducted per month, which encompass a residential community and a commercial complex. Flyers with













Department Name: Miami-Dade Police Department

FY2015-16 & FY2016-17

crime prevention tips, gun bounty brochures, and crime stoppers tips are distributed as part of the outreach process.

Street Terror Offender Program (STOP) - STOP targets individuals involved in the illicit drug industry who have demonstrated a propensity for committing violent crimes, are currently criminally active, have past convictions for violent crimes, and are in possession of firearms. The STOP program is staffed by members of the Department's Robbery Bureau, and agents from the Bureau of Alcohol, Tobacco, Firearms and Explosives.

Operation STOP continues to address the community's needs by providing a concentrated multi-agency approach to dealing with violent crimes. During calendar year 2014, STOP-Fire Gun Task Force detectives arrested 104 individuals, seized 169 firearms, seized 13,971 grams of cocaine and 35,658 grams of marijuana, and seized \$4,245,765 in U.S. currency.

Homicide Street Violence Task Force (HSVTF) - This initiative was conceived as an effort to share intelligence and strategically address escalating levels of street violence, particularly murders, occurring in MDC. This multi-pronged approach raises homicide clearance rates by utilizing the most effective means of gathering intelligence, including the use of Confidential Informants (CIs) and sources, cultivates the cooperation of reluctant witnesses, and enhances community participation.

The HSVTF bridges communication gaps between various MDPD units and outside law enforcement agencies such as FDLE and FBI, in an effort to thwart a continuing cycle of violence. The HSVTF model gains the trust and cooperation of members of the community through results and community outreach efforts. The task force has dedicated teams in the northern and southern communities within MDC to address specific areas, which have traditionally been impacted by violent crimes such as: murders, shooting incidents, narcotics trafficking, and aggravated battery.

A Community Outreach Section (COS), which is dedicated to building community relationships with the local clergy, community stakeholders, and school districts, has also been established. The COS has demonstrated a unique ability to forge real time intelligence with the aforementioned community tiers in order to enhance and further criminal investigations. The COS works hand in hand with homicide investigators and the victim/witness coordinator, which has resulted in investigators being intricately involved in working with residents, business owners, and apartment complex managers in areas that have been plagued by violent crime.

See Something, Say Something Initiative - HSB is a participant of this initiative with the DHS initiative for reporting suspicious activity. As we reflect on terrorist attacks that have occurred throughout the world, there is a growing concern that similar events could occur here in the United States. Homegrown violent extremists appear to be working more independently and targeting "soft targets" more frequently and without regard for innocent civilians. The MDPD understands that homeland security begins by working diligently with our local, state, and federal partners to prevent similar attacks from occurring in our community. The information is then vetted, investigated, and shared with our partners.

Hurricane Awareness Fair - Several districts, in conjunction with Fire Rescue and the Office of Emergency Management, host an annual hurricane awareness fair; an event designed to inform and assist residents in the preparation for and expected aftermath of a storm.

The participating districts conduct individual annual Hurricane Awareness events with the assistance of the American Red Cross; whereby, the citizens of the community are invited to attend and receive hurricane safety tips, as well as, learn about the different services offered by MDPD and the American Red Cross.

<u>Auto Theft Initiative</u> - Twice a month, Auto Theft detectives work together as a task force and go to different districts to target auto thefts and chop shops.

Collaborative efforts between the Police Services Auto Theft squads has led to increased information and intelligence sharing, as well as, yielded significant investigations and arrests during the operations.

Pawn Shop Initiative - Pawn Shop detectives work together as a task force once a month.
Each month they go to a different district.

This program has also created better avenues of intelligence and information communication, and provided an arena; whereby, detectives can bounce creative ideas and suggestions about researching pawn locations for stolen property to assist in the investigation of General Investigations Unit (GIU) cases.

<u>Burglary Enforcement Teams</u> - Districts deploy burglary detectives to work proactive burglary details in burglary hot spots.

Participating districts depend on this initiative to assist in their daily proactive crime deterrence efforts. In addition, this allows burglary detectives to "get to know" the possible subjects and persons of interest in their areas and creates an avenue for establishing information sources and CIs through citizen contacts and Field Interviews during their proactive patrols.

Weekly GIU Operations - Once a week, district GIU detectives work proactively by focusing on and patrolling hot spot areas, and conducting enforcement operations.

As with the Burglary Enforcement Teams, the weekly GIU operations provide a platform where GIU squads work together to locate and apprehend wanted subjects of their investigations, share intelligence, and provide an enforcement component to the district operations.

Scrap Metal and Copper Wire Fair Task Force - The Scrap Metal and Copper Wire Fair Task Force conducts enforcement of state laws and County ordinances which regulate junk dealers and scrap metal businesses. Through police enforcement efforts, the task force deters the theft and sale of stolen regulated metals. Enforcement efforts focus on restricted metal items; limiting hours of purchase transactions; and requiring training before certain permits are issued, including criminal and civil penalties for violations. The task force also provides education and outreach programs for the industry, the public, and other police agencies.

Truancy Enforcement Program - Truancy is a problem that negatively impacts both the truant and the community. Truancy provides opportunities for children and teens to be exposed to and participate in potentially unsafe and unlawful activities. Truancy has often been correlated with higher crime rates in categories such as auto theft, burglary, and graffiti, and has been considered an early indication of delinquent tendencies in children and teens. Additionally, truancy impedes the educational process of the truant.

To reduce this negative activity; MDPD cooperates with Miami-Dade County Public Schools in locating and returning truants to schools through a program called Operation Truant. Truants with outstanding warrants are taken into custody.

District officers focus their activities towards locating and apprehending truants by targeting known locations, such as fast food establishments, parks, shopping centers, and apartment complexes.

The Truancy Enforcement Program, in cooperation with Operation Truant, has proven to be effective within MDPD districts. The program compliments the Department's efforts to reduce juvenile crime. It also reinforces the message that attendance in school is paramount and education is important for the youth of our community.

Menace to Society - This program is a collaboration between MDPD and the SAO. The goal is to stop the revolving door of justice and get the repeat offenders off the streets by getting the cases filed and vigorously prosecuted. A defendant chosen for this program must have prior convictions, preferably felonies, but is not eligible to be enhanced as a career criminal.

Participating districts in this program have seen the benefits provided to investigators, as it has provided another tool to be used during their investigations and interrogation of subjects. The penalties received by Menace to Society candidates are significantly higher than those prosecuted outside the program.

- Probation and Parole Operations These operations are conducted periodically and involve physically checking on the probationers' and parolees' whereabouts to see if they are abiding by the terms of their agreements as they relate to being at home or work at required times.
- <u>Curfew Operations</u> These operations are conducted for juvenile curfew enforcement. Such aggressive enforcement has been found to help reduce robberies and burglaries, as well as reduce both juvenile violence and violence committed against juveniles.
- Honor Guard The purpose of the MDPD Honor Guard (HG) is to represent the County in an effort to show our respect, gratitude, pride, and integrity as a public service of the community. The HG is a volunteer program that provides the most visible and positive image for the Department. The HG consists of approximately 20 members with an HG commander and HG administrator. The unit consists of sworn personnel from throughout MDPD. The HG is provided the proper preparation and training for a multitude of events ranging from Police Memorials, County events, full honors for line of duty deaths, and ceremonial duties as prescribed by the Director.

Department Name: Miami-Dade Police Department

FY2015-16 & FY2016-17

Annually, the HG participates in the National Law Enforcement Memorial Services in Washington, D.C.

➤ GIU Best Practices - Police Services conducts quarterly GIU Best Practices meetings with the goal of sharing information and best practices among the GIU detectives. These meetings have helped to achieve automated case closures for the districts, revise the Departmental Manual, and define and standardize district and specialized unit Crime Analysis Unit functions and responsibilities. These meetings also aid in monitoring district proactive crime fighting efforts through coordination of efforts, especially with Auto Theft and Pawn Shop details.

District GIU commanders attend the GIU Best Practices meeting. These meetings not only provide a platform where current trends are discussed and shared for comparison purposes, but it also provides a place where managerial and operational issues can be discussed regarding staffing, investigative protocol, and other management issues affecting investigative units.

- Crime Analysis Unit Best Practices: Police Services conducts quarterly Crime Analysis Unit (CAU) Best Practice Meetings. The meeting is attended by police crime analysis specialists and concerned personnel from each District CAU. Practices related to the gathering and inputting of statistical data is discussed. The analysts share their concerns and solutions among each other and develop methods that will enhance their daily functions. CAU personnel also discuss crime trends within each district and the means in which they assist the detectives in their investigations. Additionally, special guests conduct presentations in order to provide guidance on the proper method of maintaining uniformity and standardization among all the CAU units. The meetings are productive and provide valuable input that assist in the overall efficiency in the daily operation of District CAUs.
  - ▶ Grinchbusters Holiday Crime Detail Grinchbusters Holiday Crime Detail is designed to address criminal activity in shopping areas during the holiday season. Crimes of opportunity such as robberies, thefts, and auto thefts are the primary focus of the operation. A combination of specialized units including NRU, GIU, and uniform officers are utilized for surveillance, high-visibility patrols throughout the shopping centers, and roving patrols in the areas surrounding the shopping areas. The visual presence of marked police vehicles create a deterrent to crime. The program usually runs five weeks each year, but is extended if necessary.

The high-visibility patrols and plain clothes covert operations in each district and towns' commercial establishments greatly enhance the safety and well-being of local residents who patronize those businesses.

- Miami-Dade Public Housing Crime Reduction Committee The Police Services Assistant Director is the co-chair and attends the monthly meeting for this committee, whose mission is to bring various law enforcement agencies, social service agencies, and public housing managers together to discuss issues of mutual concern, evictions, and crime prevention in public housing.
- Christmas Toy Drives MDPD district stations partner with various community agencies annually to provide toys to disadvantaged children during the holiday season. They target

> needy children with the aim of adding a little "cheer" to the Christmas holidays. This spirit of giving is further extended as police officers and community groups have a means to "give back" to the communities they serve. Most of the children targeted are a result of police officer interactions throughout MDC while on patrol, as well as requests from teachers, clergy, and social workers. In the eyes of the children and their families, police officers are now seen as more than just a law enforcement officer. The program fosters immediate police/community relations and gives police officers an opportunity to initiate constructive dialogues between youth, parents, and community volunteers, which serve as a foundation for future growth and development.

Child Identification Program - The purpose of the Child Identification Program is to collect information on the child by recording their fingerprints and physical characteristics on an information card. The card is given to the parent with instructions in the event their child becomes a victim. Thousands of children participate in this program, annually. The program also serves to improve community awareness for the prevention of child abuse and abduction.

PIEB provides Child identification DNA kits to district NRU personnel to distribute to parents at all community events and during the annual Grinchbusters Holiday Crime Details.

> Sports Day - Since its inception in 1992, Kendall District has held Sports Day at Tropical Park in March. Eighty local sixth grade students from the district's four public middle schools participate in various sporting activities and games in an effort to promote teamwork, health, and wellness. The students are selected by their school's administration based on academic, personal, and behavioral achievements. In return for their achievements in maintaining good grades and conduct, the students are rewarded with a fun-filled day of events. Police officers from the Kendall District interact with the students by acting as coaches, umpires, referees, and cheerleaders. Lunch is provided and served by the officers. The program has been successful in enhancing and improving the relationship between police officers, teachers, and students.

Sports Day is intended to celebrate our youth, their achievements, and commitment to make a difference in our community. The goal is to continue to improve the relationship between law enforcement and the community's youth.

- Response to Gun Fire Program In light of significant local and national events involving violence by gunfire to law enforcement officers during recent years, the MDPSTI conducts annual certification training, developed to provide personnel with the skills and tactics to effectively address these incidents.
- Incident Management Team The MDPD's Incident Management Team (IMT) plans for, responds to, and coordinates the Department's overall operational response to critical incidents and major events ranging from complex shootings to acts of terrorism. The IMT acts as the Department's liaison to outside agencies with emergency requests for assistance and is the coordinating element for all outside resources during critical incidents and pre-planned major events. The IMT also oversees the Department's emergency response planning and preparations which include, but is not limited to, hurricane response and natural disasters, active shooter incidents, pandemic and other health-related emergency scenarios, and weapons of mass destruction related events.











- Rapid Deployment Force Overseen and coordinated through the MDPD's IMT, which  $\triangleright$ serves as MDC's front line response unit to spontaneous critical incidents and special requests for emergency assistance. The Rapid Deployment Force (RDF) is a multi-agency regional concept consisting of volunteers who undergo an extensive and rigorous 80-hour course where they receive enhanced training in tactical response operations, weapons use, and specialized equipment. Course topics include riot control, chemical agents, disaster response, defensive tactics, building searches, active shooter response, and dignitary protection, among others. Leadership principles and physical conditioning are stressed during initial training and are again reiterated during bi-annual training conducted at numerous locations throughout RDF members are filtered throughout different agencies and entities, creating an MDC. environment for a more effective and coordinated response to critical incidents and major events.
- Explosives Ordinance Detection Canine The MDPD's Airport District performs Explosives  $\triangleright$ Ordinance Detection canine service to the Miami International Airport, which includes response to all unattended vehicles and luggage.
- Behavior Pattern Recognition Training The Airport District's Special Operations Unit  $\triangleright$ provides Behavior Detection Training to all civilian employees who are obtaining their Security Identification Display Area card status within the Miami-Dade Aviation Department. Classes are provided in English and Spanish and approximately 60 people are trained on a weekly basis. The curriculum was based on experiences in Israel. The training provides the tools to recognize suspicious and inappropriate behavior in an airport environment. The purpose is to help civilian personnel recognize and deter terrorist and criminal activities.
- Miami Intermodal Center The MDPD's Airport District provides police services for the Rental  $\triangleright$ Car Center (RCC) and the Miami Central Station (MCS). The two Miami Intermodal Center facilities are connected by the Concourse Vestibule, which houses the Airport Link Metrorail The MCS currently houses a Greyhound Bus Terminal and Tri-Rail Station. addition. Amtrak will be adding service to the MCS in the future. Currently, officers are assigned to the RCC and regular patrol units from the Airport District are responsible for services at the MCS.
- Disposition of Bulk Narcotics Initiative -The PES continues to enforce this initiative with the destruction of firearms and narcotics.
- Resisting Aggression Defensively The Village of Palmetto Bay's Resisting Aggression Defensively (radKIDS) program is a ten-hour program that is taught to students between the ages of 5 and 12. The classes consist of a total of four hours of lecture, where several safety topics are discussed to include; strangers, bullying, bike safety, home safety, water safety, gun safety, and good touch/bad touch, to name a few. The remainder of the class consists of a physical portion where the students are shown several different techniques they could use if confronted by a stranger or bully who wants to harm them. The students are taught several techniques which include, doing a hammer fist to the nose or private parts of a would-be abductor; use of high and low elbow strikes; and how to kick the abductor in the shin and/or private parts. The students are also taught that while doing these techniques they need to, "Yell loud, hit hard, and run fast." The students then participate in a graduation exercise where they actually use the techniques they have learned to get away from an "abductor" who is













Department Name: Miami-Dade Police Department

FY2015-16 & FY2016-17

portrayed by a radKIDS instructor. Both instructor and students wear full protective equipment, as this portion of radKIDS is very physical.

- Emergency Commercial Identification Program The Emergency Commercial Identification A Program (E-CIP) consists of contacting all of the commercial businesses located within the Village of Palmetto Bay, and obtaining and verifying the entire business' emergency contact information. This information is then maintained in a secure database, available to the officers on the road, in order to contact the owners in case of an emergency that might occur after business hours. The participating businesses are identified by an E-CIP decal placed at a predetermined spot at the location, which allows the officers to recognize them for the information. The program also provides a bridge between the local business and the officers that patrol the areas.
- Youth Safety Initiative District NRU personnel are tasked with specific tasks and duties as it relates to recommendations made by the Joint Roundtable on Youth Safety, which consists of community stakeholders, law enforcement, community, and faith-based organizations.

This initiative is conducted year-round and is focused on the safety of our youth as it relates to events in and around schools, parks, and major community events. Districts conduct details inclusive of curfew sweeps, truancy sweeps, and focus additional efforts around early release dates, recess days, and other significant in-school events where the potential for violence may be prevalent.

- Civil Citation Program The Civil Citation Program (CCP) represented a major shift in how County officials and law enforcement officers dealt with misdemeanor juvenile offenders. The program allows officers the discretion to issue citations, as opposed to arrest youth, ages 10-17, who are caught committing a wide range of misdemeanor offenses.
- Miami-Dade County Diversion Program On September 10, 2010, the Board of County Commissioners adopted Implementing Order 2-12 creating the Miami-Dade County Diversion Program. The purpose of the Miami-Dade County Diversion Program is to seek compliance with Miami-Dade County Code violations, improve the quality of life in Miami-Dade County through community service hours, reduce the demands on the court system and give violators options to resolve their ordinance violations.

When a violator is given a Civil Violation Notice or a Complaint/Arrest Affidavit for one of the eligible Miami-Dade County Code violations, he/she is eligible and may elect to voluntarily participate in the Diversion Program. Violators can either go to court or avoid court by participating in the Diversion Program within 30 days of the violation. Depending upon the situation, the violator can either pay a fine, complete community service hours or a combination of both.

Effective July 10, 2015, the MDC Code was revised with the addition of several other minor misdemeanors, to include; Littering; Illegal use of Dairy Cases/Egg Baskets/Poultry Boxes/Bakery Containers; Trespass on Property other than Structure or Conveyance; Retail Theft of Shopping Cart; Loitering and Prowling; Possession of Cannabis in an amount of 20 grams or less; and lastly, Possession of Drug Paraphernalia.













- Nextdoor Social Media Application The MDPD recently announced its new partnership with the social media network, Nextdoor. Through this new technology, MDC residents can now connect online with MDPD. Nextdoor's mission is to bring back a sense of community to neighborhoods by offering free neighborhood websites specifically designed to foster conversations among neighbors and build stronger, safer communities. MDC neighborhoods are already using Nextdoor, and now the MDPD has adopted the platform to connect with residents to improve safety and strengthen virtual neighborhood crime watch efforts.
- Nuisance Abatement The Nuisance Abatement Ordinance was adopted by the MDC Commissioners in May 1992. MDPD recognized that properties which are the site of recurring criminal activities such as drugs, prostitution, gang, alcohol violations, gambling, lewd & lascivious, and other crimes posed a threat to the public's health, safety, and welfare.

To counter this threat, MDPD's Nuisance Abatement Unit (NAU), was established to encourage property and business owners to fulfill their responsibilities and take the necessary actions to prevent criminal activities from recurring on their properties. Over the years, NAU, MDPD officers, and others have investigated cases of nuisance properties to provide a better quality of life and safer neighborhoods for the citizens of MDC.

- Gun Bounty Program The Gun Bounty program is a program designed to reduce gun violence. It offers anonymity and cash rewards to people who provide information leading to the recovery of a firearm.
- Crime Stoppers Crime Stoppers is a community action program that gives citizens the opportunity to become involved in the fight against crime. It offers anonymity and cash rewards to people who provide information leading to the arrest of criminal offenders. The TIPS line (305) 471-TIPS (8477) is answered by officers from MDPD.
- Citizens' Crime Watch (CCW) This program has been in place for more than 35 years and  $\triangleright$ it's sponsored by CCW of MDC in cooperation with MDPD. The program creates an alliance between citizens and the police to address crime in the community. community members are educated in areas such as personal protection, home security, and crime reporting.
- Shop With a Cop The objective is to provide toys for underprivileged children and reward them for academic or behavioral improvement. The Christmas Toy Drive continues to target needy children, with the aim of adding some cheer to their Christmas by providing a means for police officers and citizens to give back to the community.

Shop With a Cop is sponsored by Target Stores in conjunction with district NRU officers to select needy children and provide them with a \$100 Target gift card and shop for tovs in that district with an officer.

Celebrating Safer Communities - Celebrating Safer Communities is designed to heighten crime and drug prevention awareness; generate support and participation in local anti-crime efforts: strengthen neighborhood morale and police/community relations; and send a message













> to criminals everywhere, letting them know that neighborhoods are organized and are fighting back. Events are held in October for crime prevention month.

Police Explorer Program - The MDPD Police Explorer Program was established in 1981, for  $\triangleright$ the dual purpose of introducing youth ages 14 through 19 to law enforcement, and in turn, involving them with members of MDPD.

The program provides training and guidance to police explorers and helps mold them into good citizens. Program activities are designed to build character, promote fitness, and provide citizenship training for the youth of America. The districts' explorer advisors recruit from local middle and high schools in their areas.

The Police Explorer Program emphasizes community spirit through participation and cooperation. The explorers volunteer their time to assist the elderly and disadvantaged in MDC by conducting graffiti paint-outs, cleaning yards, and collecting food and toys for the underprivileged each Thanksgiving and Christmas. Explorers also assist with events such as the Police Memorial Ceremony, March for Babies Walk, Special Olympics Torch Run, American Cancer Society, and the Martin Luther King Jr. Parade. These events stress community service, promote character development, and good citizenship.

- Thanksgiving Luncheon and Turkey Drive Each district station participates in the Thanksgiving Food and Turkey Drive program by partnering with local community organizations and vendors to provide holiday food items to needy, low income families. Program administration is different according to geographic area; however, the mission of making the Thanksgiving holiday meaningful and bright for the underprivileged is unanimous. Some districts involve volunteer children of all grade levels to collect, wrap, and distribute bags of food and turkeys to needy, elderly citizens. Others hold events to raise funds and collect canned goods. District Explorer Posts also assist with collection and distribution of holiday baskets and parcels. More than 2,500 needy families throughout MDC are given holiday food baskets each year.
- Spring Break Program/Summer Youth Experience Camp This program is designed to provide a safe environment for underprivileged children, within the Northside District, by providing a week of activities to enrich their overall learning and growth. Throughout the week of spring break, as well as during the summer, the officers attend departmentally-approved field trips with the youth.
- Students Together Against Negative Decisions (STAND) Formally called "Don't Let  $\triangleright$ Alcohol be Your Last Taste of Life", "STAND" is a nationally recognized program that was instituted as a possible long-term solution to the growing teen alcohol and drunk driving problem in MDC. It not only focuses on the negative abuse of alcohol, but also destructive life altering decision-making. Various presentations, multi-media events, and educational curriculums are taught in schools throughout the County.
- Joint Roundtable on Youth Safety (JRYS) The Joint Roundtable on Youth Safety was ➣ established when MDC Mayor Carlos A. Gimenez and Miami-Dade County Public Schools (MDCPS) Superintendent Alberto M. Carvalho joined community leaders across the County to













ensure that the MDC community came together to develop a safe envelope around our schools and other public places where children gather. This initiative employs an approach that will engage the community as a whole, while also concentrating on specific areas of the County that face chronic gun violence. As part of its commitment to the JRYS, MDPD initiated its Youth Safety Initiative on March 18, 2013. Each MDPD police district and contracted municipal policing unit participates in the initiative along with the following entities: PIEB, Special Patrol, Special Victims, and Warrants Bureaus.

Juvenile Curfew Enforcement - Juvenile Curfew Enforcement is aimed at protecting juveniles from crime as well as reducing juvenile crime. The ordinance makes it unlawful for any person under the age of 17 to linger, stay, congregate, wander, or stroll in any public or semi-public place in MDC, either on foot or vehicle being driven or parked thereon, during curfew hours. A record is kept of juveniles who do not comply with the ordinance. If a juvenile is cited three or more times for not complying with the ordinance, a petition for dependency may be filed in juvenile court. The parent or legal guardian of the juvenile will receive a notice to appear and may be punished by a fine of up to \$500.

The ordinance has had a positive impact on reducing juvenile crime. All MDPD district stations, and the Towns of Cutler Bay, Miami Lakes, and Village of Palmetto Bay provide this type of enforcement.

Police Youth Community Dialogue - The HSVTF attends community forums with faith-based organizations as well as community meetings to address the community's concerns and open a dialogue with residents. The community's ability to speak to detectives is the key to a successful investigation and prosecution. As such, the open communication obtained from attending the aforementioned forums has provided valuable intelligence on multiple homicides, shootings, and other criminal acts. HSVTF detectives coordinate with MDCPS to establish a coordinated effort to address the concerns of the youth within the community. As a result, HSVTF detectives have built a relationship with several schools within the community and have engaged several students who have provided valuable information as it relates to ongoing homicide investigations. To date, HSVTF detectives have attended 41 faith-based organizations' community forums.

### **KEY ISSUES**

Although we have made some improvements under technology and infrastructure, there are still three key issues that must be addressed: fleet depletion, inadequate funding for facilities maintenance, and technology deficiencies.

Fleet maintenance and vehicle replacement continue to be a major concern for MDPD. It is essential that all MDPD vehicles be capable of optimum performance in order to provide timely and rapid response to emergency or crisis situations. Law enforcement situations that require rapid mobilization arise frequently and unexpectedly. Therefore, all vehicles must be safe and readily available.

In order to address aforementioned replacement needs, the Department, in concert with the Office of Management and Budget and ISD's Procurement Management Services Division, has implemented a five-year replacement plan. In FY 2014-2015, MDPD purchased 642 mixed class vehicles (marked and unmarked), which will be utilized for various investigative and specialized assignments. Delivery and deployment are currently in progress. In FY 2015-2016, MDPD is moving forward with its second year of this plan, and will be purchasing an additional 486 vehicles. The purchase of these vehicles is approximately \$10.4 million.

To mitigate the effects of the unprecedented attrition levels of recent years, the Department has implemented an aggressive strategy for hiring 298 sworn officers through police academy classes, including certifieds and laterals, in FY 2015-2016.

The budget constraints of recent years have necessitated the deferral of routine preventive maintenance to MDPD's Headquarters Complex and various MDPD facilities. To address these issues, the Department has implemented a comprehensive preventative maintenance and facility improvement plan in order to address maintenance concerns through its line-item operating and capital budgets. Completed projects include the replacement of damaged external lights with new concrete light poles and LED fixtures at Intracoastal and Kendall districts, retrofitting existing MDPD Headquarters Building lights with LED fixtures, conversion of office/storage space at the MDPSTI to additional classroom space, fire alarm upgrades at Kendall district, and electrical panel upgrades on the first floor of the MDPD Headquarters Building.

For FY 2015-2016, the 40-year certification process continues for Kendall, South, and Intracoastal Districts, and the Facilities Maintenance South Office. Future approved projects include the expansion of the card access readers at police district stations, installation of additional security cameras at district stations, installation of perimeter fencing and gates at the MDPD Headquarters Complex, pool renovations at the MDPSTI, IT infrastructure upgrades at the districts, upgrades to interview rooms, and facility roof replacements at Kendall District, Facilities Maintenance South Office, and the MDPSTI.













### PRIORITY INITIATIVES

- 1. Expansion of MDPD's RTCC to a 24/7 operation to increase police effectiveness and public safety by capturing critical data and providing information to officers in the field as incidents are unfolding.
- 2. Acquire an Acoustic Gunshot Detection system to be utilized by MDPD and the RTCC in response to numerous gunfire incidents in certain areas, which will increase incident location accuracy, decrease response times, and improve the likelihood of obtaining forensic evidence.
- 3. Continue the Department's efforts to recruit, train, educate, promote, and retain experienced personnel (succession planning, patrol and specialized) in order to provide the best possible services to the citizens and visitors of MDC.
- 4. Continue MDPD's aggressive hiring strategy to incrementally augment its workforce each year with the ultimate goal of achieving full staffing levels.
- 5. Acquire the necessary technology and infrastructure in order to promote a progressive, professional, and effective workforce.
- 6. Identify critical facility and capital projects to employ state-of-the-art technology solutions, enhance the safety and security of employees and guests, acquire and upgrade equipment to optimize efficiency and effectiveness, and ensure the highest level of officer safety.
- 7. Continue with the acquisition and implementation of the expanded BWC Program in order to enhance officer safety by deterring aggressive and possible violent subjects, while capturing video evidence and documenting activities.
- 8. Continue MDPD's five-year vehicle replacement plan (year two) by acquiring a total of 486 new police vehicles (marked, unmarked, utility, and specialized) in order to replace the Department's aging and increasingly unreliable fleet.
- 9. Maintain funding and personnel in order to provide specialized and support functions to other agencies for investigations and critical incident management.
- 10. Maintain or increase funding to provide current technological advances and equipment for a progressive and professional workforce.
- 11. Maintain cooperative relationships with contracted cities with the priority being service delivery and citizen safety.
- 12. Support optimal deployment of resources and the ability to forecast and receive funding for complex proactive investigations or crime problems.













### **FUTURE OUTLOOK**

The Department is considered among the most progressive in the country, and is committed to providing professional law enforcement and investigative services to the community. MDPD is unique in that it serves the community with three distinct, yet highly interrelated functions. The Department provides basic police services to the unincorporated areas of MDC, specialized and investigative support services to the unincorporated areas of MDC and various municipalities, and sheriff services to all the residents and visitors. The traditional municipal law enforcement services, which include patrol and general investigations, are provided to unincorporated MDC population, as well as recently incorporated areas contracting with MDPD.

The MDPD is committed to providing the citizens of MDC with professional law enforcement services with the end goal of improving public safety and quality of life within the community. The Department consistently evaluates its organization, programs, initiatives, technology, and training to enhance its professional law enforcement services. Of course, the key to meeting our commitment is the availability of financial resources to further our goals of appropriate sworn and civilian staffing levels, advancement through technology, and procurement of the necessary capital equipment.

Criminal activity has become more sophisticated in form and content. The complexity of investigations not only cross state borders, but now has an international connection in some instances; therefore, the cost of fighting crime and apprehending criminals has significantly increased. The Department will continue to emphasize the importance of proactive crime fighting initiatives and programs as a tool to reduce Part I crime rate, deter crimes, and resolve crime and issues regarding quality of life.

Personnel, equipment, and other related costs have steadily risen over the past decade. If we are to meet the demands of the immediate future and keep pace with population growth, the MDPD will need to ensure we have adequate staffing levels, replace outdated equipment, and utilize technology to work efficiently as well as update facilities. This will aid in maintaining or reducing response times, as well as ensuring that the residents and visitors of MDC have an effective, efficient, and professional law enforcement department to address their needs.

In spite of these budget challenges, the Department continues to reinforce its commitment to public service by providing enhanced police services to the citizens of MDC.

Further enhancements to the RTCC include the acquisition of an Acoustic Gunshot Detection system, as well as a video management system solution and video analytics.

One thousand BWCs are expected to be distributed to sworn officers as part of a project that is expected to begin in FY 2015-2016. BWCs will capture video from the officer's perspective while an active call is in progress. The cameras are intended to capture video evidence and document the activities that occur during calls to provide transparency and assist in case preparation and court proceedings.

As stated in the Key Issues, these initiatives rely on budget commitments in the upcoming fiscal years. In addition to General Fund budget allocations, the Department will also pursue other funding

sources, including Grants, IT, and Capital Outlay Reserve funding to successfully address these issues.

In FY 2015-2016, MDPD will initiate Phase 2 of the Network Enhancement/VOIP transition at the district stations.

The Department continues to provide patrol and specialized police contractual law enforcement services for the Town of Miami Lakes, the Village of Palmetto Bay, and the Town of Cutler Bay.

MDPD will continue its aggressive hiring strategy to incrementally augment its workforce each year with the ultimate goal of achieving full staffing levels.

Future years will see the continuation of the five-year vehicle replacement plan, until a viable vehicle purchase plan can be reintroduced into the Department's General Fund operating budget with minimal fiscal impact.

Another critical component is training personnel within current standardized practices of industry in order to increase effectiveness and avoid potential libelous situations. The Department's MDPSTI in collaboration with the Psychological Services Section continues to provide "Crisis Intervention Team" and "Managing Encounters with the Mentally III" training. In addition, management level courses are continuously given to the Department's cadre of supervisory personnel. These courses include First-Line Supervision and Middle Management, and are designed to provide newly promoted supervisors with a template to be effective leaders. The MDPSTI is a centralized multi-agency training complex that serves public safety professionals in MDC and the south Florida area. The Institute provides training to meet the needs of MDPD and the Miami-Dade Corrections and Rehabilitation Department.

The MDPSTI will continue to enhance the organizational structure, internal processes, and training needs, not only of public safety organizations throughout MDC and the state of Florida, but also through its entrepreneurial outreach to public safety professionals and organizations in the national and international arenas. The ongoing projects for development of a more effective training institute is to continue the construction of the police academy building and long distance rifle range; acquisition for a new MDPSTI hazmat/ammunition and storage building; and purchase of a new firearms training simulator.

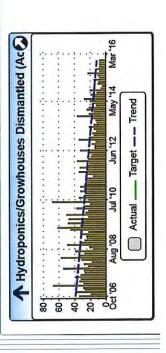
The Department remains committed to providing the highest level of standards of police services to enhance professionalism, and to improve service delivery through its accreditation process with participation in CALEA, CFA, and ASCLD/LAB.

## Business Plan Report - Miami-Dade Police Department

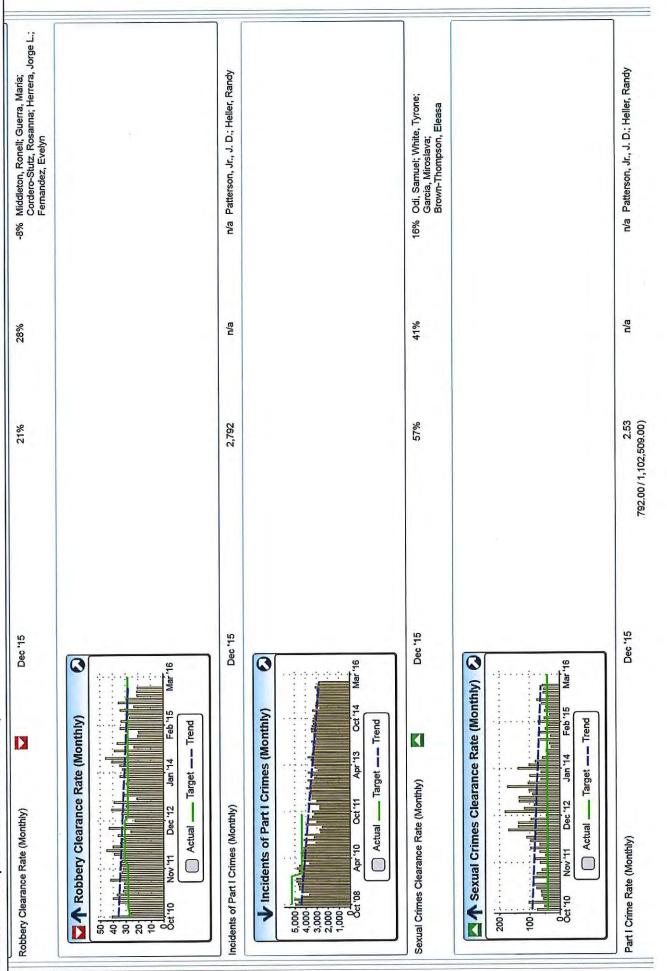
Scorecard				Description							Owners
Miami-Dade Police Department	The Miami-Dade Police States serving an ethnic municipal police service internationally accredited Agencies, Inc. (CALEA).	The Miami-Dade Police Department (MDPD) is the largest law enforcement police department in the southeastern United States serving an ethnically and racially diverse community of over 1 million. The Department provides both traditional municipal police service and sheriff services to Miami-Dade County and contracted municipal areas. MDPD has been an internationally accredited law enforcement agency since 1993, with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).	DPD) is the large reliverse commur vices to Miami-Dz ent agency since	sst law enforcementy of over 1 millic ade County and co 1993, with the Co	nt police c	departn Pepartn munici n on At	nent in nent pri pal are credita	the so ovides as. MI ation fo	outheasi both tra DPD har	ern United aditional s been an inforcement	Patterson, Jr., J. D.
Initiatives Linked to Scorecard	Est. Start	Est End	Type	As Of	43	% ⑤ ﴾ ※	9	0	%	Status	Owners
Firearms Training Simulator PROJECT #326880	9/29/2013	9/30/2016		1/19/2015					%0	Not Started	Adkins, Barry (MDPD); Stewart, Joy; Bello, Jorge
MDPD Ammunition/Hazmat Storage Bulding PROJECT #3210410	10/1/2013	9/30/2017		1/19/2015					%0	Not Started	Adkins, Barry (MDPD); Stewart, Joy; Bello, Jorge
Miami-Dade Public Safety Training Institute Driving Range PROJECT #321510	10/1/2013	9/30/2017		n/a						ח/מ	Adkins, Barry (MDPD); Stewart, Joy; Bello, Jorge
Miami-Dade Public Safety Training Institute Improvements PROJECT # 323440 (MONTHLY)	10/1/2010	9/30/2030		1/16/2015					19%	In Progress	Stewart, Joy; Adkins, Barry (MDPD); Bello, Jorge
Northside Police Station - Building Better Communities Bond Program PROJECT #323510 (MONTHLY)	10/1/2010	9/30/2030		1/19/2015					8.68%	In Progress	Stewart, Joy; Adkins, Barry (MDPD); Bello, Jorge
MDPD Civil Process Automation #328610	10/1/2011	9/30/2016		1/16/2015					%0	Not Started	Stewart, Joy; Bello, Jorge; Adkins, Barry (MDPD)

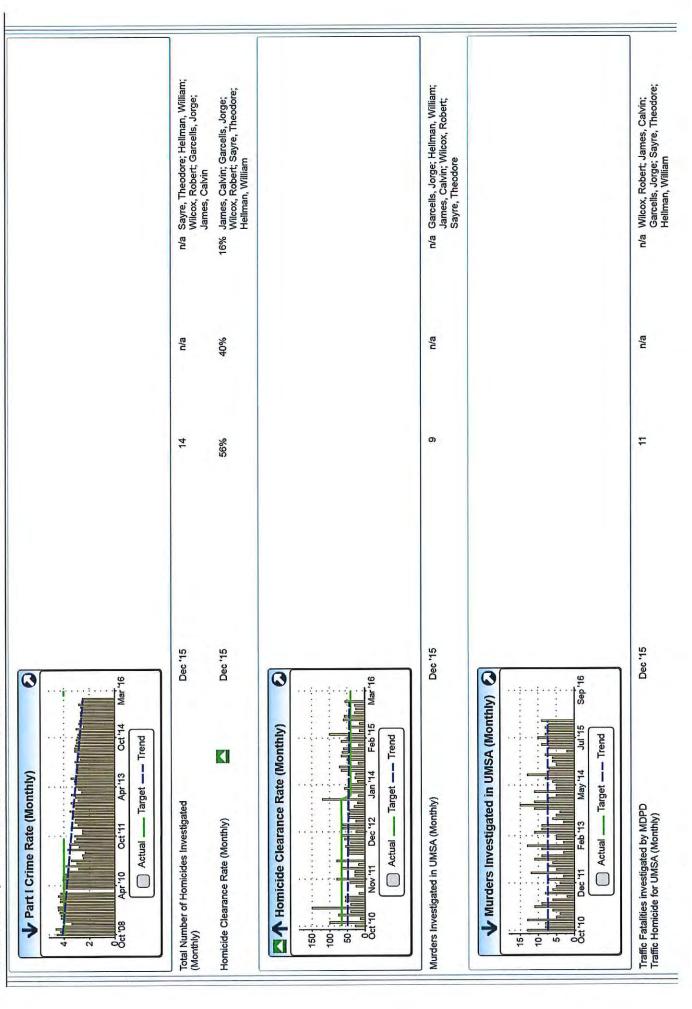
### 1.0 Customer

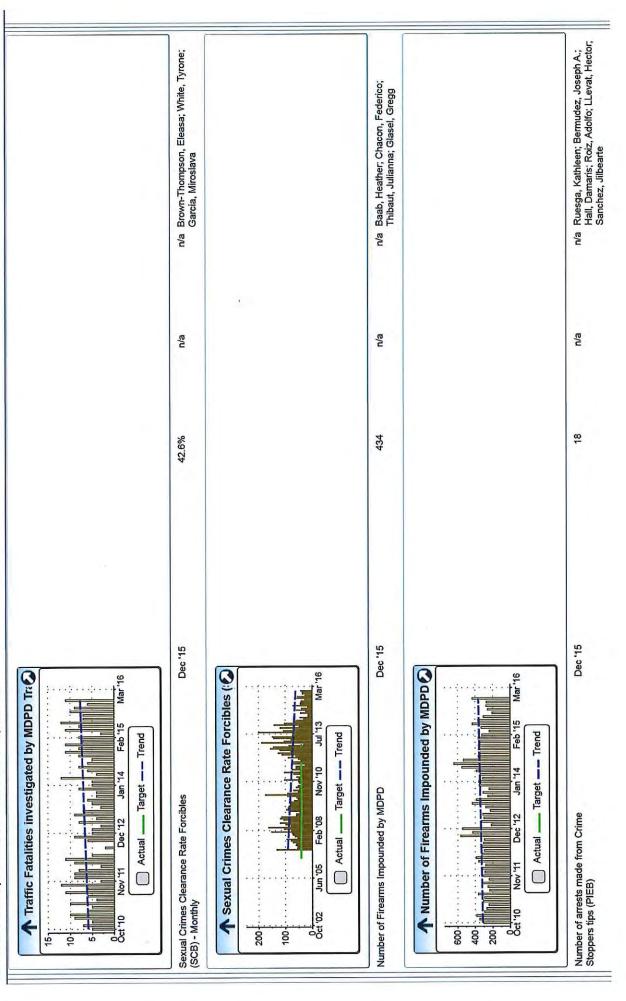
Objective		Description			Owners
1.1 Improve public safety through crime prevention, enforcement, and reduction initiatives- MDPD				n/a	.oo
Grandparent Objectives		Description			Owners
PS1 Reduced Crime				M	Miami-Dade County
Parent Objectives		Description			Owners
PS1-1 Reduce Crimes of Public Concern				Σ	Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Hydroponics/Growhouses Dismantled (Actual Labs) (NB)	Dec '15	80	n/a	n/a D G	n/a Donnelly, Nicole; Amion, Richard; G-Larrinaga, Alfredo



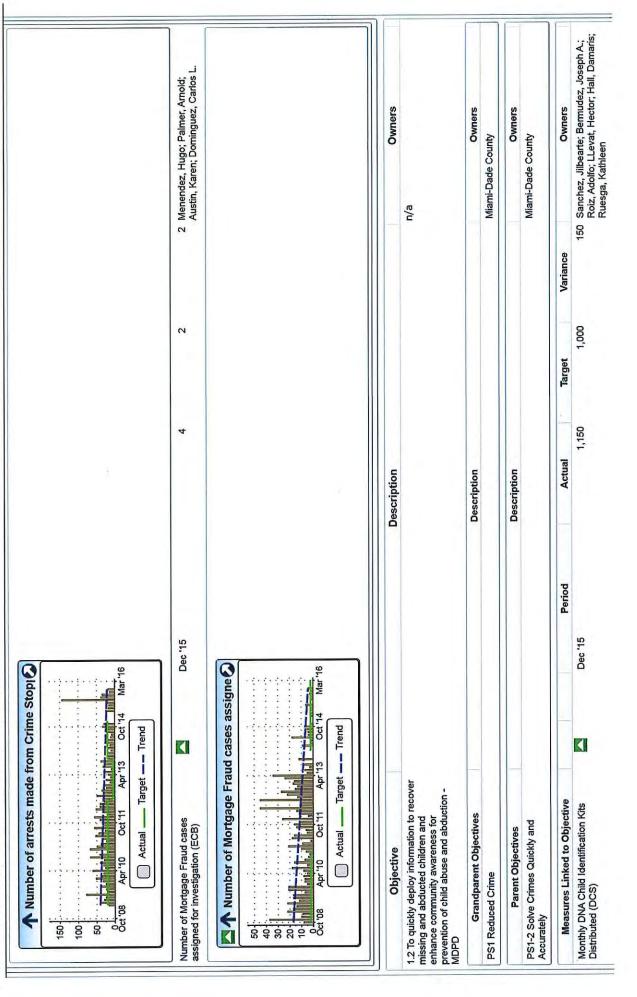
## Business Plan Report - Miami-Dade Police Department

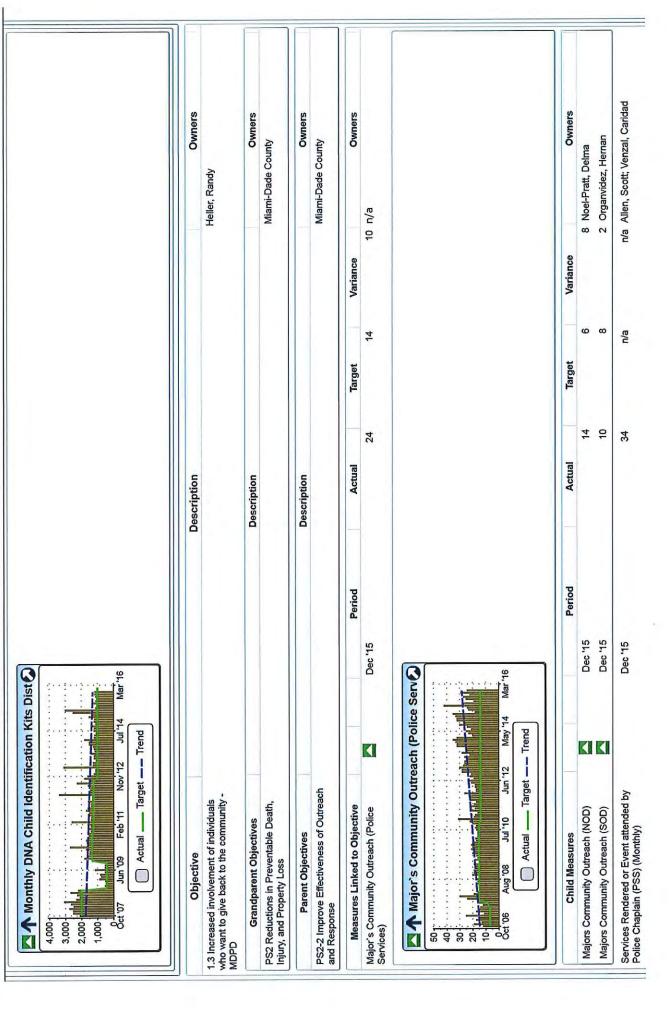


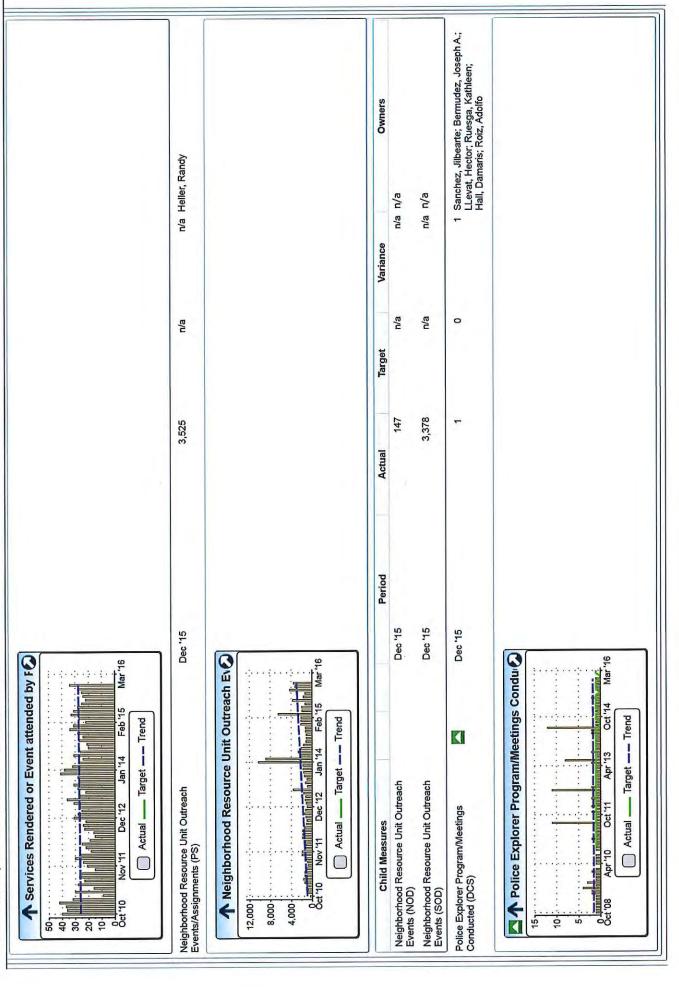




# Business Plan Report - Miami-Dade Police Department







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Jul '13 Jun
Aug '12 Ju
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Child Measures	Period	Actual	Target	Variance	Owners
Citizen Services provided at the Public Counter - District Operations Center (DOC) (SOD)	Dec '15	4,611	ה/מ	n/a n/a	n/a
Citizen Services provided at the Public Counter - District Operations Center (DOC) (POS)	Dec '15	0	n/a	n/a	n/a Fernandez, Jose F.; Rebozo, Ronald; Wright, Carl; Vila, Lisa M .; Collins, Peggie
Citizen Services Provided at the Public Counter - District Operations Center (DOC) (NOD)	Dec '15	4,918	n/a	n/a	n'a n/a

Objective	Description	Owners
1.5 Increased awareness of appropriate 911 usage - MDPD		n/a
Grandparent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County

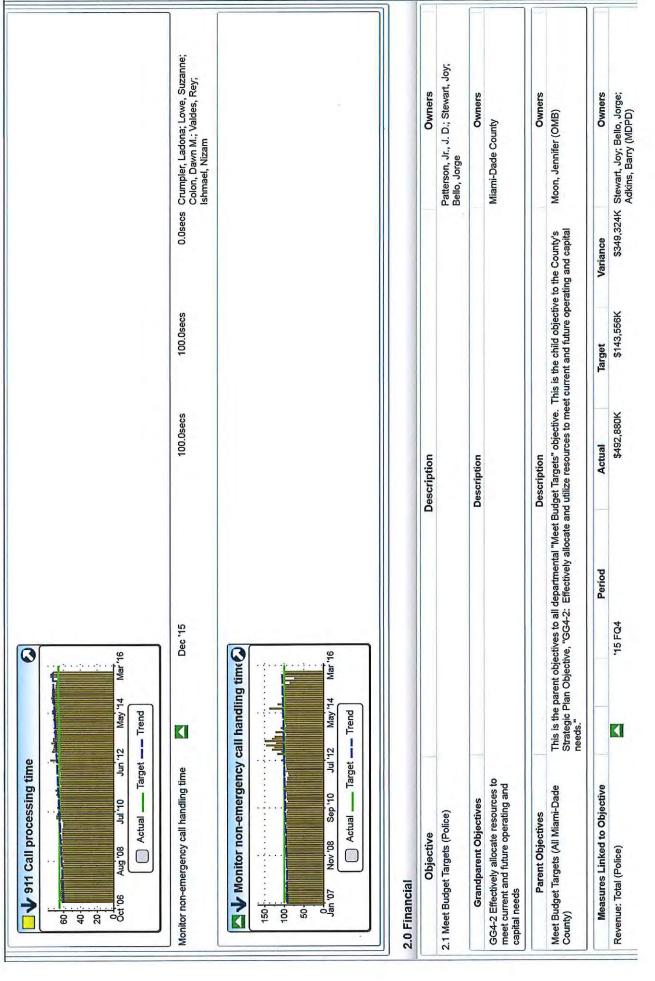
Description

Parent Objectives PS2-1 Reduce Response Time

Owners

Miami-Dade County Miami-Dade County

PS2-2 Improve Effectiveness of Outreach and Response				Міап	Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
% 911 Calls answered in 10 sec or less (Communications Bureau)	Dec '15	93%	94%	-1% Crun Valds Ishm	-1% Crumpler, Ladona; Lowe, Suzanne; Valdes, Rey; Colon, Dawn M.; Ishmael, Nizam
911 Call processing time	Dec '15	72.0secs	66.0secs	-6.0secs Crun Lowe Colo	-6.0secs Crumpler, Ladona; Ishmael, Nizam; Lowe, Suzanne; Valdes, Rey; Colon, Dawn M.



#### Page: 11

Child Measures		Period	Actual	Target	Variance
Revenue: Carryover (MDPD)		15 FQ4	\$0K	\$4,932K	\$-4,932K Stewart, Joy; Bello, Jorge; Patterson, Jr. J. D.
Revenue: Federal (MDPD)		15 FQ4	\$3,031K	\$1,348K	\$1,683K Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: General Fund (MDPD)	K	15 FQ4	\$448,929K	\$112,631K	\$336,298K Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: Interagency/Intradepartmental (MDPD)		'15 FQ4	\$217K	\$190K	\$27K Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: Proprietary (MDPD)	K	'15 FQ4	\$40,105K	\$24,284K	\$15,821K Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: State (MDPD)		15 FQ4	\$598K	\$171K	\$427K Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Expen: Total (Police)	K	'15 FQ4	\$138,502K	\$143,556K	\$5,054K Stewart, Joy; Bello, Jorge; Adkins, Barry (MDPD)
Child Measures		Period	Actual	Target	Variance
Expenditure: Personnel Costs (MDPD)	KI	15 FQ4	\$112,475K	\$118,605K	\$-6,130K Bello, Jorge; Stewart, Joy
Expenditure: Court Costs (MDPD)		15 FQ4	S140K	\$117K	\$23K Stewart, Joy; Bello, Jorge
Expenditure: Charges for County Services (MDPD)		15 FQ4	\$9,354K	\$8,590K	\$764K Bello, Jorge; Stewart, Joy
Expenditure: Contractual Services (MDPD)	KI	'15 FQ4	\$1,705K	\$1,837K	\$-132K Stewart, Joy; Bello, Jorge
Expenditure: Debt Service (MDPD)	KI	'15 FQ4	SOK	SOK	\$0K Bello, Jorge; Stewart, Joy
Expenditure: Depreciation, Amortization, Depletion (MDPD)	KI	'15 FQ4	\$0K	SOK	\$0K Bello, Jorge; Stewart, Joy
Expenditure: Distribution of Funds in Trust (MDPD)	KI	'15 FQ4	\$2,386K	\$1,276K	\$1,110K Bello, Jorge; Stewart, Joy
Expenditure: Grants to Outside Organizations (MDPD)	KI	'15 FQ4	\$-597K	SOK	\$-597K Stewart, Joy; Bello, Jorge
Expenditure: Intradepartmental Transfers (MDPD)		'15 FQ4	\$335K	\$57K	\$278K Bello, Jorge; Stewart, Joy
Expenditure: Other Operating (MDPD)		'15 FQ4	\$11,150K	\$9,640K	\$1,510K Bello, Jorge; Stewart, Joy
Expenditure: Reserves (MDPD)	K	15 FQ4	SOK	\$2,720K	\$-2,720K Bello, Jorge; Stewart, Joy
Expenditure: Transfers Out (MDPD)	K	'15 FQ4	SOK	SOK	\$0K Bello, Jorge; Stewart, Joy
Expenditure: Capital (MDPD)		15 FQ4	\$1,554K	\$714K	\$-840K Stewart, Joy; Bello, Jorge
Positions: Full-Time Filled (MDPD)		15 FQ4	3,642	4,012 (3,975-4,012)	-370 Stewart, Joy; Patterson, Jr., J. D.; Bello, Jorge; Adkins, Barry (MDPD)
			Description		Cachino

Objective	Description	Owners
2.3 Monitor Overtime Expenditures (MDPD) Track net reimbursements of operation	Track net reimbursements of operational Enhanced Enforcement Initiatives (EEI) and general fund overtime expenditures.	Stewart, Joy; Bello, Jorge
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

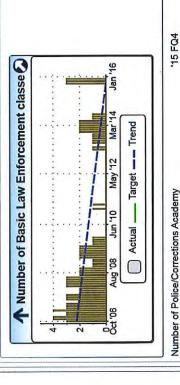
Parent Objectives GG4-2 Effectively allocate resources to meet current and future operating and capital needs	Measures Linked to Objective Overtime in Dollars (MDPD)	3,000,000 1,000,000 1,000,000 0ct '08 Mar '10 Sep '11 Feb '13 Aug	INKIND Services in Dollars	400,000 300,000 200,000 100,000 -100,000 -100,000 -1 Actual — Target — Trend	3.0 Internal	Objective	<ol> <li>Reduction in the use of lethal technology where appropriate - MDPD</li> </ol>	Parent Objectives	PS2 Reductions in Preventable Death, Injury, and Property Loss	Measures Linked to Objective	Percent Electronic Control Devices Issued To Uniform Sworn Personnel
	Period Oct 15	Aug 14 Jan 16	Sep '15	D 14 Nov 115						Period	15 FQ4
Description	Actual 2,822,129		0			Description		Description		Actual	56%
	Target n/a		n/a							Target	n/a
Owners Miami-Dade County	Variance Owners  Na Bello, Jorge; Stewart, Joy; Adkins, Barry (MDPD)		n/a Stewart, Joy; Bello, Jorge; Adkins, Barry (MDPD)			Owners	n/a	Owners	Miami-Dade County	Variance Owners	n/a Patterson, Jr., J. [

Period Actual Target Variance Owners	n/a	"11 FQ4 n/a n/a n/a n/a	'15 FQ1 1,879 n/a Ubieta, Raul	Description	Patterson, Jr., J. D.; Heller, Randy	Description	Miami-Dade County	Description	Miami-Dade County	Period Actual Target Variance Owners	Dec '15 8.00 -0.41 Patterson, Jr., J. D.; Heller, Randy; Plasencia, Saima (911); Knoepffler, Gus
Child Measures	Sworn Officers Assigned an Electronic Control Device (ECD)	Total Uniform District Officers	Total Uniformed District Officers assigned an ECD	Objective	3.2 Reduced response time - MDPD	Grandparent Objectives	PS2 Reductions in Preventable Death, Injury, and Property Loss	Parent Objectives	PS2-1 Reduce Response Time	Measures Linked to Objective	Police emergency/priority response time Countywide (Monthly)

3.3 Reduce traffic related substance-abuse incidents - MDPD Grandparent Objectives					
Grandparent Objectives					n/a
		Description			Owners
PS1 Reduced Crime					Miami-Dade County
TP2 Safe and customer-friendly transportation system					Miami-Dade County
Parent Objectives		Description			Owners
PS1-1 Reduce Crimes of Public Concern					Miami-Dade County
TP2-1 Reduce traffic accidents					Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Driving Under the Influence (DUI) arrests during normal operations (SPB)	Dec '15	54	n/a		n/a Filgueiras, William; Lahiff, Mishka; Rebozo, Ronald; Loynaz, Arturo; Collins, Peggie
Objective		Description			Owners
3.4 Reduce outstanding warrants in the system through partnerships (WB)					n/a
Grandparent Objectives		Description			Owners
PS1 Reduced Crime					Miami-Dade County
Parent Objectives		Description			Owners
PS1-2 Solve Crimes Quickly and Accurately					Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Total Warrant Closures (WB)	Dec '15	933	n/a	-	n/a Mallary, Jeanette; Nanney, Charles
♠ Number of Total Warrant Closures (WB)	WB)				
8,000 6,000 4,000 2,000 0ct '09 Jan '11 May '12 Aug '13 Dec '14 Mar	Ja Ja				

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Child Measures		Period	Actual	Target		Variance	Owners
MDPD Felony Apprehension Section Closures (WB)	Dec '15		7	101	n/a		n/a Mallary, Jeanette
Administrative Closures (WB)	Dec 15		88	832	n/a		n/a Mallary, Jeanette
Medical Examiner Closures/State Vital Records Research Partnership (WB) Monthly	Dec '15			0	n/a		n/a Mallary, Jeanette; Nanney, Charles
♠ Medical Examiner Closures/State Vital Re	Sures/State Vital Re						
100 100 100 100 100 100 100 100 100 100	Jan'14 Feb'15 Mar'16						
4.0 Learning and Growth							
Objective			Description				Owners
4.1 Provide basic academy training	to include Police and Police Service Aide	vice Aide Academy Training	ing				n/a
Grandparent Objectives			Description				Owners
GG2 Excellent, engaged workforce							Miami-Dade County
Parent Objectives			Description				Owners
GG2-1 Attract and hire new talent							Miami-Dade County
Measures Linked to Objective		Period	Actual	Target		Variance	Owners



Number of Police/Corrections Academy Classes graduating

n/a 4

n/a Fernandez, Jose A; Rox, Babette; Ubieta, Raul

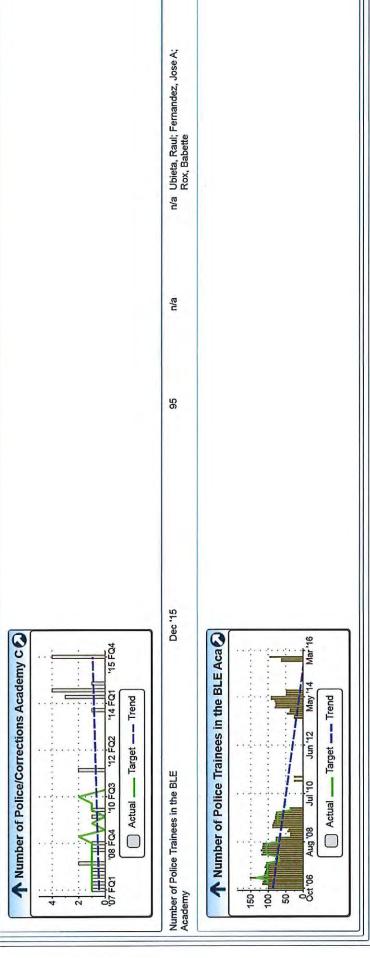
n/a Ubieta, Raul; Fernandez, Jose A; Rox, Babette

n/a

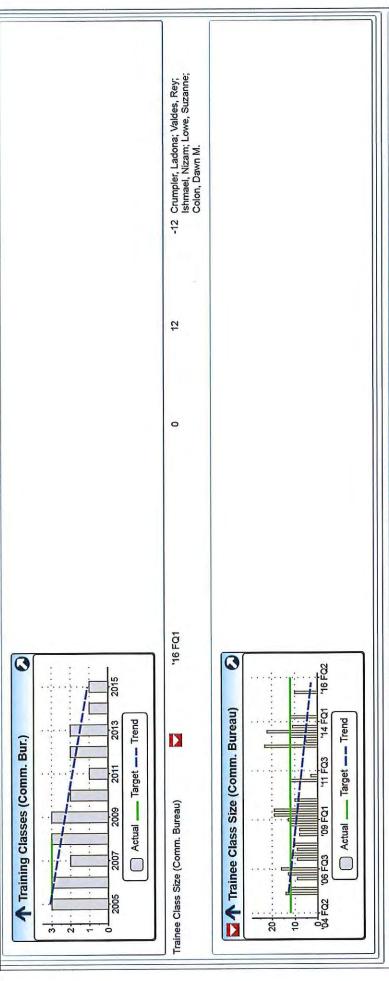
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Number of Basic Law Enforcement classes on-going

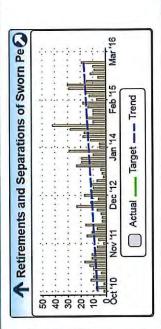


Objective			Description				Owners
4.2 Fill Budgeted Communications Bureau Positions	Fill budgeted P	Fill budgeted Police Complaint Officer and Police Dispatcher positions in the Communications Bureau.	spatcher positions in the Corr	munications Bur	eau.		Patterson, Jr., J. D.
Grandparent Objectives			Description				Owners
GG2 Excellent, engaged workforce							Miami-Dade County
Parent Objectives			Description				Owners
GG2-1 Attract and hire new talent							Miami-Dade County
Measures Linked to Objective		Period	Actual	Target	-	Variance	Owners
Police Complaint Officer (PCO) Positions	<b>KI</b>	Dec 15	113		108		5 Crumpler, Ladona; Colon, Dawn M.; Lowe, Suzanne; Ishmael, Nizam; Valdes, Rey
Police Dispatcher (PD) Positions		Dec '15	8		06		<ul> <li>Grumpler, Ladona; Valdes, Rey; Ishmael, Nizam; Colon, Dawn M.; Lowe, Suzanne</li> </ul>
Training Classes (Comm. Bur.)		2015			n/a		n/a Crumpler, Ladona; Ishmael, Nizam; Lowe, Suzanne; Colon, Dawn M.; Valdes, Rey

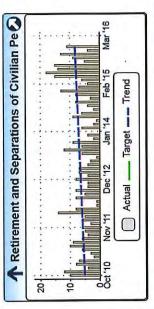


Objective		Description			Owners
4.3 Track Personnel Attrition for MDPD					n/a
Parent Objectives		Description			Owners
GG4 Effective management practices					Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total Retirements and Separations of Departmental Personnel (MDPD)	Dec '15	30	n/a		n/a Griffin, Eva
♠ Total Retirements and Separations of Dep ♠	ions of Dep				
209					
30.					
201, 17, 17, 18, 18, 18, 18, 18, 18, 18, 18, 18, 18					
Dec '12 Jan '14	Feb '15 Mar '16				
Actual — Target —— Trend	pue.				

Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Sworn personnel	Dec '15	0	n/a	n/a Griffin Glass	n/a Griffin, Eva; Byrd, Andrianne; Glass, Andrew
Retirements of Non-Sworn Personnel	Dec '15	ıo	n/a	n/a Griffin Byrd,	n/a Griffin, Eva; Glass, Andrew; Byrd, Andrianne
Other separations of Sworn Personnel	Dec '15	10	n/a	n/a Griffin Byrd,	n/a Griffin, Eva; Glass, Andrew; Byrd, Andrianne
Other separations of Non-Sworn Personnel	Dec '15	9	n/a	n/a Griffin Glass	n/a Griffin, Eva; Byrd, Andrianne; Glass, Andrew
Retirements and Separations of Sworn Personnel (MDPD)	Dec'15	10	n/a	n/a Griffin, Eva	n, Eva



Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Sworn personnel	Dec '15	o	n/a	n/a Griffin, Eva; Byrd, Andrianne; Glass, Andrew	Byrd, Andrianne; ew
Other separations of Sworn Personnel	Dec '15	10	n/a	n/a Griffin, Eva; Glass, Andrew; Byrd, Andrianne	Glass, Andrew; anne
Retirement and Separations of Civilian Personnel (MDPD)	Dec 15	1	n/a	n/a Griffin, Eva	



Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Non-Sworn Personnel	Dec '15	ις.	n/a	n/a Griffin, Eva; Glass, Andrew; Byrd, Andrianne	ss, Andrew;
Other separations of Non-Sworn	Dec '15	9	n/a	n/a Griffin, Eva; Byrd, Andrianne; Glass, Andrew	d, Andrianne;